

No. 13

# The Merchant Marine as the Keystone in America's after the War Activities

The Problem of Yesterday :

The Winning of the War

The Fact of To-day :

Victory

The Problem of To-morrow :

How shall America meet and cope with After War Possibilities?

## BY THE DEVELOPMENT OF

### a. The Merchant Marine

1. Construction
2. Manning
3. Operation
4. Efficiency
5. Registry for foreign built ships
6. Education of people as to necessity for a merchant marine

### b. Common Carriers :

#### Railroads

1. Construction
2. Replacements
3. Standardization
4. Rate Equalization
5. Operation
6. Efficiency

#### Canals

1. Construction
2. Operation
3. Rail co-operation
4. Rate equalization
5. Barges (a) Construction  
(b) Equipment  
(c) Terminals

#### Motor trucks

1. Construction
2. Standardization
3. National Highways (a) Construction  
(b) Standardization  
(c) Interstate co-ordination

### c. Port Facilities :

#### Terminals

1. Proper Sites
2. Standard Type of Construction
3. Proximity (a) To Docks  
(b) To R.R. Switching Yards

#### Docks

1. Construction
2. Proper Length
3. Proximity to Channels
4. Electric and automatic rapid loading and unloading devices

#### Marginal Railways

1. Construction
2. Efficiency
3. Public control

#### Channels

1. Federal Appropriation
2. Civic Recommendations covering necessary depth
3. Civic Waterways Committee :  
(a) Official civic representation  
(b) Merchants' representation
4. Port Management :  
(a) Collector of Port covering revenues  
(b) Civic Port Director, supervising terminals, docks and shipping facilities  
(c) Director of Commerce, controlling the facilitating of imports and exports as well as domestic matters concerning the port

### d. Waterways :

1. Construction of proper channels
2. Construction of essential canals
3. Dredging and widening of rivers and harbors
4. Completing chain of inland waterways
5. Co-operation of all Port Authorities for the furtherance of national waterways efficiency
6. Co-operation and education of inland interests regarding waterways

### e. Industry :

#### Farming

1. Crop conditions
2. Labor conditions
3. Implements and cultivation
4. Efficient management
5. Loans and investments
6. Compensation and other insurance
7. Export opportunities

#### Manufacture

1. Export possibilities
2. Production efficiency
3. Labor conditions
4. Foreign terms, customs and requirements

#### Labor

1. Equalization of wage conditions
2. Housing problems
3. Cost of necessities regulated
4. Full benefit of public utilities
5. Compensation insurance
6. Creation of permanent board for labor disputes

### f. Suggestions as to the Department of Commerce :

1. Creation of Port Directors of Commerce, under the supervision of Secretary of Commerce
2. Dissemination of export and import statistics
3. Information regarding harbor regulations
4. Marine Intelligence
5. Freight rates : (a) Rail  
(b) Marine  
(c) Canal  
(d) Motor
7. Export Licenses
8. Foreign trade
9. Consular service
10. Recommendations regarding appointment of consuls
11. Adequate salary compensation for consuls
12. Recommendations regarding railway facilities, shipping, harbors and ports
13. Establishment of Commercial Arbitration Board for all disputes regarding trade matters
14. Establishment of department for simplifying clearance papers, consular invoices and other papers used in export and import trade

Submitted by

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Chairman, Sub-Committee Brooklyn Rotary Shipping Committee

U. S. Shipping Board

New York, November 1, 1918

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The following is a list of the names of the persons who have been appointed to the various positions in the various departments of the Government of the United States.

BY THE ORDER OF THE PRESIDENT

THE SECRETARY OF THE DEPARTMENT OF THE INTERIOR

THE SECRETARY OF THE DEPARTMENT OF AGRICULTURE

THE SECRETARY OF THE DEPARTMENT OF COMMERCE

THE SECRETARY OF THE DEPARTMENT OF JUSTICE

THE SECRETARY OF THE DEPARTMENT OF THE ARMY

THE SECRETARY OF THE DEPARTMENT OF THE NAVY

THE SECRETARY OF THE DEPARTMENT OF THE TREASURY

THE SECRETARY OF THE DEPARTMENT OF THE POST OFFICE

THE SECRETARY OF THE DEPARTMENT OF THE WAR

THE SECRETARY OF THE DEPARTMENT OF THE MARINE CORPS

THE SECRETARY OF THE DEPARTMENT OF THE COAST AND GEODETIC SURVEY

THE SECRETARY OF THE DEPARTMENT OF THE MINES

THE SECRETARY OF THE DEPARTMENT OF THE SALT MARSHES

THE SECRETARY OF THE DEPARTMENT OF THE PUBLIC LANDS

THE SECRETARY OF THE DEPARTMENT OF THE DISTRICT OF COLUMBIA